

**SECRET***5 March 54*

MEMORANDUM FOR: Chairman, CIA Career Service Board  
SUBJECT: Selective Rotation Program  
REFERENCE: Staff Study, subject "Selective Rotation Program," submitted to Chairman, CIA Career Service Board, by memorandum of 23 February 1954.

1. I have read with interest the proposal for the establishment of a program for the selection and systematic rotation of a pre-determined number of highly qualified Agency employees.

2. I concur in the assumption that CIA will have a continuing requirement for a reservoir of carefully selected, highly qualified, and well trained individuals who are thoroughly acquainted with Agency activities and who will be available for assignment to positions of increasing responsibility as the need arises. I agree with the concept that the Agency must take steps to develop individuals in the highly specialized fields of intelligence and clandestine activity if these individuals are to be available for assignment to top level positions at some time ten to twenty years hence.

3. I do not believe it necessary to establish another program for this purpose (as recommended in paragraph 6 b of the reference study) or to increase the Agency personnel ceiling (as recommended in paragraph 6 c).

4. CIA Regulation No. [ ] dated 14 January 1954, reaffirms 25X1A the functions assigned to the Office in November 1950 and specifically states that the Director of Training shall direct a comprehensive program for the selection, professional training and career preparation of junior officer personnel in cooperation with various offices of the Agency. On 12 November 1952 the Office of Training issued an internal Regulation No. 70-1, which defined the mission of the Junior Officer Training Division as follows: "The Chief, Junior Officer Training Division, shall develop and direct a comprehensive program for the selection and career preparation of new junior officer personnel of exceptional qualifications in order to meet current and long range requirements of the Agency for professionally trained personnel."

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5. The original concept of the Junior Officer Training Program was to establish within CIA a means for the selection and development of a corps of highly qualified, specially trained individuals to meet Agency needs over a fifteen to twenty years' period. It is my view that the Junior Officer Training Program could be expanded to include the desirable features of a "Selective Rotation Program."

6. Paragraph 3 c of reference staff study sets forth as a fact that "the present Junior Officer Training Program is a comparatively short range training program designed to attract and infuse into the Agency well-rounded individuals having outstanding educational backgrounds, ..." This statement is partially incorrect in that it differs with the stated mission and the accomplished practices of this Office. The normal assignment for a junior officer trainee may extend from one to four years. It could be increased to ten or fifteen years if required.

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8. Since the combined efforts of the Offices of Personnel and Training have not yet filled the available T/O slots within the Junior Officer Training Program, and since the precedent has already been established for assigning career employees from within CIA as junior officer trainees, it is recommended that the Office of Training be charged with the responsibility for implementing within the Junior Officer Training Program the desirable features of the "Selective Rotation" concept.

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MATTHEW BAIRD *per [Redacted]*  
Director of Training DD/TR

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